

Pertinent extracts:

EGBA-82760, 22 Sep 66

C/R @REICHLIN & [ ]  
meeting 11 Sep 66 in Munich

Attach. @REICHLIN

5. I asked how things were going in CATUSK and REICHLIN said pretty well. He added that I doubtlessly knew by now that UTILITY was being extended in office for two more years. I said I had indeed heard this and was glad that UTILITY was able to continue. I added that UTILITY always made a very healthy, lively appearance and this was doubtlessly due to the fact that he took good care of himself and got lots of rest and took lengthy vacations. REICHLIN said this was where I was completely wrong: UTILITY still worked as hard as he ever did and didn't take care of himself at all. Frequently UTILITY said he was going on vacation only so that he would have an excuse to get caught up on his back work without being disturbed. REICHLIN added that UTILITY still knew every detail that was going on in CATUSK and kept track of matters of even minor importance. This made it difficult for a subordinate to try to deceive him.

6. Continuing, REICHLIN said that UTILITY had only one major failing as a boss: he did not like to say no to people or get tough to them face-to-face. If UTILITY saw that one of his senior officers was carrying out his duties in a way which displeased him, he would not simply call the officer to his office and tell him to change his way of doing things. Instead, UTILITY made his displeasure known in many little ways, hoping that the officer would get the point without a direct confrontation. If the officer did not get the point over a prolonged period, UTILITY suspected willful disobedience and finally flew up. REICHLIN said that anyone working for UTILITY had to be alert to the smallest nuances and spend a good deal of time guessing at what UTILITY really wanted.

7. I suspect REICHLIN's description is a pretty accurate one. I have previously heard from several CATUSKers how reluctant UTILITY is to say no to anyone.

9. REICHLIN said Bundeswehr is in a terrible mess. Morale in officer corps is low and everyone is demoralized. @R said UTILITY and @HOLM had been in Bonn all preceding week for conferences on Bundeswehr problems. The various schemes being put forward for reorganizing Bundeswehr do not directly affect CATUSK but a large number of CATUSK officers are on detached service from the Bundeswehr and UTILITY wanted to make very sure that decisions about them are not made without his being consulted.

C/R @WINTERSTEIN & [ ]  
meeting 11 Sep 66 in Munich

23. [ ] asked if there had been any changes of consequence in CATUSK or the position of UTILITY. @W said no; as he had already told us, the political parties had asked UTILITY to stay on for two more years and UTILITY had agreed. What will happen in two years is anybody's guess. @WESSEL is no longer being talked of as a possible replacement for UTILITY, but @HOLM is still in the running. It remains a good possibility that a smart young politician will end up with the job...